

# Facilitator CHiPs



Constructive, Helpful, and Informative Practices

Prepared by the ORO Facilitator Program to help enhance individual and organizational excellence

## *Baldrige Basics: Core Values and Concepts*

Issue 9

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### *Facilitation Services Available:*

- Process Improvement
- Team Building
- Change Management
- Strategic Planning
- Customer Focus and Assessment
- Baldrige Performance Excellence Criteria
- Valuing Differences
- Problem Solving, Decision Making, and Consensus Building Tools
- 360° Feedback Instruments
- Conflict Mediation
- Problem Identification and Clarity
- Reengineering
- Integrated Organizational Renewal
- Facilitator Skills Training for Supervisors

For more information about facilitator services or to suggest a CHIP topic, e-mail or call:

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or

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Visit the [Facilitator Program Web Page](#)

The Baldrige Performance Excellence Criteria are based upon eleven core values and concepts resulting from research on the most successful organizations to determine their common characteristics. Instilling these core values and concepts into organizations has been proven to enhance performance. (See the URL at bottom of page for the full narratives of the core values and their framework.)

**Visionary Leadership:** An organization's senior leaders set directions and create a customer focus, clear and visible values, and high expectations.

**Customer Driven:** The organization's customers – current and future – judge quality and performance.

**Organizational and Personal Learning:** Continuous improvement of existing approaches and processes and adaptation to change leads to new goals and/or approaches.

**Valuing Employees and Partners:** Committing to employee satisfaction, development and wellbeing and building internal and external partnerships to better accomplish overall goals.

**Agility:** More rapid, flexible, and customized responses to change drive work unit and process simplification that leads to time-driven improvements in organization, quality, cost, and productivity.

**Focus on the Future:** Short- and long-term plans, strategic objectives, and resource allocations reflect a strong future orientation and commitments to key stakeholders.

**Managing for Innovation:** Making meaningful change to improve products, services, and processes and creating value for stakeholders through the encouragement of innovation in the culture and daily work.

**Management by Fact:** Data and analysis support planning, reviewing overall performance, improving operations, and comparing performance with competitors or with "best practice" benchmarks.

**Public Responsibility and Citizenship:** Business ethics and protection of public health, safety, and the environment.

**Focus on Results and Creating Value:** Measurements are tied to key results and balancing value to all stakeholders.

**Systems Perspective:** Synthesis of the whole organization and alignment of key linkages.

In our next issue: *Positivity: Abundant Living & Working by Choosing a Positive Perspective (Seeing Others as a Looking Glass to Oneself)*

[http://www.quality.nist.gov/HTML%20Folder/Business%20Criteria%20HTML/core\\_values.htm](http://www.quality.nist.gov/HTML%20Folder/Business%20Criteria%20HTML/core_values.htm)